

THE END OF THE WORLD AS WE KNOW IT

Many have the will to win. Few have the will
to prepare.

—Anonymous

Imagine a business executive in his late fifties, wearing pinstripes, standing before an audience of similar business types and playing a recording of R.E.M.'s "The End of the World as We Know It." Imagine an audience, hoping to hear a subtle analysis of business and the economy but getting an earful of Michael Stipe's voice instead of their featured speaker's—and not quite knowing what to make of it. Well, I was the DJ in the tailored suit, at least for the length of that song, and I was playing it for an assembly of top management and telecommunications experts at AT&T's training center in New Jersey because it seemed to me, at the time, the perfect anthem for what was happening in the world of business.

AT&T was in the middle of a cultural shift. A new CEO had arrived, bringing a new team with him. That period of flux forced me to reflect critically about AT&T's aggressive strategy of promoting itself as the lowest-cost provider of telephone services. Its marketing centered on promotion and low price. It was all about packages, friend deals, family deals—price price price. And it all struck me as a terrible kind of dead end. Keep heading down that path and there would be no way back for the company.

So I was going into the meeting with a sense of deep concern about AT&T's future, and my concern wasn't about how AT&T would come up with a new ad campaign. My words would be about matters of life and death for the corporation. My concern was about the corporation's deepest mission, of how it was going to build new relationships with customers on the foundation of a new approach to its role in the lives of those customers. It was my job, standing before those executives, to tell them they would go out of business if they kept selling on the basis of price. It was a make-or-break situation for both AT&T and Y&R: we wanted and needed their business. But they had to hear the hard truth.

It occurred to me as I finalized my speech the night before that, as CEO of Young & Rubicam in the late 1990s, I'd begun to face the same problems. We were all in the same boat. Good advertising, good PR, good communications of any sort, seemed easier to get than ever before, at lower and lower prices. How could this be? Why was this happening to all of us? We were experts—in all these camps—with a rare set of skills. Our talents were generating premium services and products that, it seemed, might eventually be sold for bargain-basement prices. It didn't make sense.

That night, though—the night just before I was to give my speech—the way back from this dead end suddenly became apparent to me. I realized what was happening in the world of business and how to respond to it. So I went into that meeting, not with a sense of foreboding, but with a genuine sense of delight: I told them the world they knew had ended, but I offered this to them as good news. Something much better was about to take its place. We were all about to recognize a new source of success. And I explained what it was. As a result, AT&T pulled back from a disastrous course and reshaped its vision of its role in people's lives. The CEO and his team listened, and the brilliant chief brand officer, Marilyn Laurie, worked with us on an inspirational marketing campaign. We created advertising about how AT&T was helping people connect

with one another, images of mothers working on the beach, teleconferencing while their children played in the sand. Powerful advertising to the sounds of “Amazing Grace” and Elton John’s “Rocket Man.” And yet the advertising itself wouldn’t have worked if AT&T hadn’t reshaped its strategic vision: its sense of its own role in the lives of its customers. For two years, the company rebounded and differentiated itself. Unfortunately, when management decided to expand through acquisitions outside the core and deemphasize the traditional consumer business, they lost their way. Early in 2005, old Ma Bell got bought.

Too Much of a Good Thing

I told those executives the world has crossed an unprecedented threshold: too much of a good thing has become a permanent way of life. For the first time in history, the supply of almost everything has begun to exceed demand, *in a way that isn’t cyclical*. This isn’t temporary. We can’t wait it out. We must change the way we do business to adapt to a lasting new economic landscape. In other words, we will likely never again see a world of scarcity for any length of time. We’ve entered a world of permanent excess supply. Almost everyone now acknowledges a cyclical downturn where supply will exceed demand for quite a while, but few see this condition as permanent. It isn’t simply the result of an economic recession—surpluses are here to stay. As a result, everything is becoming a commodity. Everything.

An old world has ended, and a new one has begun. This isn’t happening to the telecommunications industry alone. It’s happening to everyone in the developed world—or soon will. Partly as a result of the ascendancy of free enterprise, productivity will now outstrip demand for years and decades, perhaps forever. We now have the means, the technology, to make more of what people want and with ever lower costs. As a result, people may choose to buy

from you, but they don't have to. They can buy from someone else just as easily. We have crossed a revolutionary threshold in world history, with overcapacity everywhere bumping up against diminishing demand in the developed world. This shift has enormous economic, social, and even political implications.

The reason many of us haven't recognized the permanent reality of excess supply is this: it didn't happen overnight, all at once. It sneaked onto the scene, thieving its way through one industry after another. Why the shift? You might be tempted to think technology alone has driven it. But it isn't that simple.

An entire network of complex factors has converged, so that everything that used to serve as a choke point to protect market domination has fallen away. With knowledge, expertise, technology, capital, labor, raw materials, and manufacturing capacity so readily available, most barriers to entry into any industry have broken down. Cash is cheap and easy to get. The tolerance for debt, on all levels of our economy, is now immense, and though this may not be a good thing in itself, it has ensured growth, competition, and the quick translation of good ideas into profitable businesses.

In the old postwar world (from 1950 through 1990), where demand for goods, services, capital, talent, and distribution capacity generally outran supply, most industries could make a profit with relative ease. Because the marketplace wanted more goods and services than business could deliver—and because the financial, technological, geographical, and regulatory barriers to competition were relatively high—businesses, prices, and economies could generally grow at a predictable and healthy pace. Build a new factory or open a new office and it was likely that everything you could produce there would be bought by the world's emerging middle classes.

This is no longer true. With little fanfare, the 1990s witnessed a change to a world of excess supply on almost every front. Money is

no longer scarce; it's now relatively easy for any business or businessperson to finance an enterprise built around a smart idea. Skilled labor is plentiful. Although there may be local labor shortages in particular skills, talent is abundant on a global level. (Computer programmers are found in Bombay, San Antonio, Kuala Lumpur, and even Bucharest—all reachable via the Internet.) Distribution channels? Selling and shipping extend around the globe overnight now, thanks to the Internet. Few companies have major difficulties in bringing their products or services to the marketplace. Information and ideas travel freely. And innovation and invention rarely shield any company from competition for more than several months—or, in some cases, even a few days.

You might object that the supply of oil, say, or of Moët & Chandon champagne is limited and will always be, therefore, expensive. But the limitations on our supply of both are largely artificial. Those resources, if you consider wine a valuable natural resource—as I do—are actually quite plentiful. Those who control the supply of oil have limited the world's access to that supply to boost prices to artificially high levels. And Moët & Chandon has, in reality, millions of bottles of its elixir stored away. Copper, iron, magnesium, zinc: won't those resources run out? Possibly, down the road, but with most of them, science and technology will come up with ample supplies of artificial substitutes. PVC pipes are a perfectly suitable replacement for copper ones. And our technological ingenuity has already come up with a variety of alternative fuel technologies to eliminate our dependency on fossil fuel, if we choose to adapt our habits, and our industries, to take advantage of them.

As a result, throughout the developed world, there is—or will be—a significant oversupply of most goods and services. I'm not just referring to the dozen different labels of bottled water on grocery shelves, or the almost interchangeable brands of personal computers on sale as commodities at ever-lower prices. The fact is that

overcapacity is huge in virtually every line of business. Auto factories already in operation can produce 30 percent more cars per year than people actually need. As a result, we have too many cars, computers, networks of dark fiber-optic cable already in the ground: all the outcome of overcapacity everywhere.

This paradigm shift is, in many ways, a wonderful event. It means that the struggle between consumers and providers—which extends back to before recorded history and the bazaars of Mesopotamia—has been decided. The consumers have won. In the world of excess supply, consumers are the real leaders of business now. They are in a position to call the shots based on what they want—not on what manufacturers, marketers, distributors, advertisers, or retailers are willing to make and sell.

This shift has disturbing implications for business. In the new world, what was once friendly competition for market share in a comfortable, clubby atmosphere where there were plenty of buyers to go around has become a battle where every company's survival is always at stake. And competition is likely to become even more intense in the years ahead.

At the same time, many competing products and services have become impossible to tell apart. Worthwhile innovations are rapidly imitated; today's unique benefit is tomorrow's standard feature. What would have ensured years of profit in the past is now a mere ticket into the competitive arena. Products that once stood alone now face dozens, sometimes hundreds of competitors. Once-powerful brands are converging into commodities differentiated—if at all—by price alone. Multiple brands are perceived to have equal value. And in this price-sensitive, hotly competitive world, profit margins are under constant downward pressure. Commoditization is the cancer of twenty-first century business.

It's a brutal business environment. Some of the old tactical responses to a downturn in demand will still work, up to a point. Companies continue to cut costs, but there's a limit to how much

they can cut without impairing quality. Companies may increase productivity per worker, but productivity gains are up against the law of diminishing returns. Ironically, this environment is forcing us to reinvent how we make and sell products and services in a way that, over the long run, will usher in a far more personal, humane style of doing business. Long-term success is requiring business leaders to compete according to a set of rules and values quite different from those that brought prosperity down through history.

The Internet is playing a key role in this shift. It's a truly revolutionary force, one with the manifest potential to obliterate borders and strengthen even further the consumer's control over business. It amplifies every individual's voice as a buyer and—at least as important—as a citizen. It's also global, the first and (so far) only truly worldwide communications medium in history. It's available to anyone with access to a computer at a fraction of the cost of any other medium.

The Internet amplifies what the economy is already doing: it empowers individuals as buyers—to shop for the best price from dealers or suppliers around the world in a matter of seconds. It also lets businesses shape processes and practices from the ground up. In the past, gathering, analyzing, communicating, and sharing information was difficult and costly. The Internet makes it far easier and cheaper to start and run a business. It allows a company to leapfrog or streamline most traditional supply, production, distribution, and sales channels. It makes world-class customer service more readily available than ever.

The Internet makes it possible to eliminate from our business processes virtually anything that does not add value. This intensifies competition: start-ups with a great idea and a good business model catch up with veterans in a matter of months. All this drives down prices and creates pressure to improve products and services. Nothing holds its value for long. When things are so easy to get, prices, margins, and profits fall and keep falling.

What's needed is a new business model that encourages constant innovation while drastically eliminating intermediate steps between the customer and the producer of a product or service. A new business model must stimulate demand by creating friendships with individual customers, a personalized way of doing business that builds a brand identity, an intimacy of service, that customers trust above all others.

Freedom Has Won

No one, down through history, predicted the revolution we're going through right now. Over the past several decades, communism collapsed and freedom won. Communism died out of sheer exhaustion. It destroyed the economic energy and inventiveness only freedom generates. But something entirely unexpected happened, as well: capitalism has waned, too.

To say capitalism is withering may sound a bit premature to people who still live in a free society and work in a free market. Yet freedom, not capital, is what generates economic growth now. The distinction between these two is more than semantics, though the transformation of capitalism is a reality that still isn't universally acknowledged. By capitalism, I mean the way wealth and resources it could buy—scarce for most, plentiful for the powerful few—can control the conditions by which people work and live. Concentrations of capital were once used to control opportunity for those without access to them. Such concentrations of resources no longer distinguish between success and failure: hoarding is no longer a reliable way to protect and increase power. Conventional wisdom credits capitalism as the force that creates value in the modern business world. America is still identified as the most powerful capitalistic empire in the history of the world. Capitalism, after all, defeated communism in the long cold war against the Soviet Union. More recently, it has been cast as the villain by those in the developing

world, looking for a scapegoat to blame for the fragile, half-starving economic conditions in many Middle Eastern and African economies.

Even so, capitalism is declining, and free enterprise is only getting stronger. Look at where the most explosive economic growth is happening now: China. The engine of growth in that socialist and still authoritarian nation isn't capitalism: it's free enterprise. The Chinese government, to compete successfully with the rest of the world, saw the need to lift its heavy-handed control through a centralized economy and move aggressively toward free enterprise. In India, the same is true. In this century, free enterprise will be the mainstay of growth and economic success. And by free enterprise, I mean the ability of economic forces to operate efficiently and effectively in *relative* freedom, producing products and services, and thus wealth. This sort of freedom is a proven concept. At the high points in our recent economic history—for ideas that inspired the confidence of investors—readily available capital and other resources have fueled the capacity of business to create value, inspiring innovations and ultimately producing growth. Those resources didn't convey power or value: easy access to them is what made it possible for entrepreneurial creativity to grow. The power came from inventiveness supported by affordable access to resources, capital, and labor. Inevitably, free enterprise, if it takes hold, will drive toward ever-greater political freedom.

This unhindered creativity—the heart of free enterprise—fosters competition while continuously improving quality and reducing prices to consumers and customers. Capitalism as a force in economic and political power has withered because today capital is far more widely available—and relatively cheap. It is still an important commodity, and access to global capital markets remains essential to business success. But access to resources no longer determines the standard of living of nations or the business success of companies. The easiest way to fulfill desires and needs, to get things done, is

through the convergence of ideas, resources, and capital in a free market—in other words, through free enterprise. But the power now resides in the creative idea, not the money that allows it to become a reality.

In the relatively modern economic era—the past two hundred years—wealth-producing growth has developed in cycles around five technologically driven economic revolutions. Carlota Perez, a brilliant Venezuelan-born economist and general social scientist, has created a predictable model for how these technological revolutions have come to pass, the needed ingredients to produce the actual revolutions, and the costs, both economic and social, associated with these revolutions. In her own words:

For each technological revolution, that time-lag is characterized by strong divergence in the rates of growth of industries, countries and regions . . . [bringing] the greatest excitement in financial markets, where brilliant successes and innovations share the stage with great manias and outrageous swindles. [These periods] have also ended with the most virulent crashes, recessions and depressions, later to give way, through the establishment of appropriate institutions, to a period of widespread prosperity, based on the potential of that particular set of technologies.

The critical insight is that these wealth-producing revolutions, these advances in technology, have occurred in nations with the most unfettered economies and with the greatest entrepreneurial cultures. Technological revolutions are dramatically creative. And the implementation of new technological paradigms requires courage, risk taking, and entrepreneurial spirit, along with the availability of financial capital and other resources.

Free enterprise is the natural home for new economic world orders and the abundance it generates. No such innovations have

ever occurred in controlled economies dominated by communists or heavy-handed socialist ideologies.

In today's world, China and India are progressing at unimaginable rates because they are beginning to embrace free enterprise. Over the past two decades some half a billion people in China and India have been removed from the shackles of poverty into middle-class status thanks to the miraculous power of free enterprise. On the other side, the billion-plus Muslim world by and large languishes in stagnation and hopelessness, disconnected from the global free enterprise wealth-creating engine, and deprived of basic infrastructure and education—a situation that should be a major area of concern for all the people in the developed world.

It is important to note that the markets of the world are not totally free from interference today—nor should they be. Governments and other political forces still temper the creative ferment of free markets. Some of this interference is highly warranted, some not. Most of the time, protectionism is the best example of misguided interference. I would argue that protectionism has been consistently associated with failure, unfairness, increasing poverty, and lack of sustained success. Protectionism has seldom helped weak nations or weak industries get strong. It's simply bad medicine.

The oligopolistic powers of the oil-producing nations are another example. By artificially reducing oil supply, these nations aim to keep oil prices artificially high—harking back to capitalism's traditional chokehold on resources. But they will do this for a limited time and to their eventual detriment. The developed world will unleash new energy strategies designed to end dependence on fossil fuel. Hydrogen, nuclear power, solar power, among other existing or new technologies propelled by private and government investment, will produce economically sound, environmentally

cleaner alternatives. Conservation will also play a role to bridge the gap between the two energy eras. And long before that new energy prospect becomes reality, oil prices will drop dramatically as the oil nations race to cash in before the inevitable end of fossil fuel becomes a fact. History has proven this pattern in every other scarce resource cycle. Oil will be no exception.

Clearly, free enterprise needs some referees to officiate the game. Very much like freedom for individuals, where “responsible freedom” is the only practical concept, at this stage of our human development, free enterprise will work only in a world where the rules of the game are clear, transparent, enforceable, and ensure a level playing field for all contenders.

Free media, cross-national watchdog institutions, and governments must play the officiating role in free market competition. This is an essential and positive activity, as it is in athletics. In any team sport, the referee is not an active player, but without a referee, most games would turn ugly. The rules must be clear and aggressively enforced. Our recent history of corporate financial crimes has illustrated this in an inescapable way. When CEOs engineer their balance sheets to pilfer millions of dollars for their own personal use, and when top executives get rich in companies like Enron or WorldCom where average employees and shareholders have lost their life savings or a large portion of their investment, the system breaks down. As a result of crimes at a variety of companies—MCI, WorldCom, Tyco, Enron, Adelphia, Arthur Anderson, Global Crossing, Qwest Communications International, and others—a widespread loss of trust in the way the entire free market operates has become a factor in the stagnation of the current economy.

Governments have another key role to play in a free enterprise economy in addition to being the guardians of fair behavior, enforcers of evolving rules of business engagement, and preservers

of public trust among the investing public. Governments must also protect and enhance the “common good” in societies.

Before free enterprise can operate effectively, basic market conditions must exist that enable free enterprise to function. Education is a critical example. Without an educated workforce, free enterprise cannot perform its magic, or even exist. This is one of the major challenges for developing nations—the Arab world in particular and much of Africa. By contrast, it is one of the vital enablers for much of India’s and China’s ability to propel their economies into the modern world. And for the U.S. economy, a well-educated workforce with the latest state-of-the-art competencies will be one of the fundamental foundations for our continuing success.

A second example of positive government support of free enterprise is the building and maintaining of common-good infrastructure in nations and societies. Simple basics—roads, supplies of clean water, airports, communication links among local communities and with world markets—are also essential. Over time, private enterprise may displace some of these governmental functions, but in the early stages, government support of the common good is an essential element for free enterprise to exist and thrive. The last example of positive government support of free enterprise are strategic investments in common-good causes where the cost is too large for free market investment by private capital, and the time frame required for adequate return is judged too long. The Genome project is a case in point. As private enterprise explored the business opportunities in this area, the advancement of the basic science needed to unearth the complex makeup of our human genes was judged by society as a worthy common-good investment—by the U.S. government. Critically important, all the knowledge discovered in the public sector was immediately made available to the world. Private enterprise—the free enterprise process—took over

to apply the discoveries efficiently by developing life-enhancing drugs and clinical treatments.

Both the governments of the world and all private enterprises have an implicit contract with the earth and its environment. We have been given temporary custody, to care for it, to act responsibly toward it, and to respect it. Our actions to date must be modified. We must leave behind for our children and the millennia to come a place better than the one we found. This must be taken to heart and each of us must take on more personal responsibility to advance this imperative cause.

Finally, governments have an important role to play in softening the social impact of the technological revolutions that occur on a forty- to fifty-year cycle. As new technologies displace old institutions, social disruption follows. Jobs are displaced, eliminated. Support systems developed by previous institutions can collapse. Governments, NGOs, world trade organizations have a constructive role to play in protecting the common good, providing a softer landing for the outgoing technological paradigm and helping to usher in the new economic order. By understanding the relatively predictable pattern of these dramatic changes, governments can anticipate societal needs and help embrace change constructively at a lower human cost. Alan Greenspan's management of monetary policy is one such example. Over time, governments can do much more through such things as adult education, retraining, and a faster response to changing economic conditions.

But when it's all said and done, free enterprise is the only wealth-producing engine for the free world. It is in fact business and free enterprise that produce our standard of living. Only business, through free enterprise, can continue to provide the means for our children and our children's children to enjoy the benefits of rich and fulfilling lives. With the help of governments, new social and business institutions will be built, greater fairness,

transparency, and level playing fields will become reality, and free enterprise will usher in new epochs of wealth. The unique marriage of creative technological innovations and free enterprise can sustain a rising standard of living for all people on earth. As we look to the future, global free enterprise will grow, change, adapt, and thrive. It will continue to be *the* force for value creation.

We Must Connect with the Disconnected

The profound yet quiet revolutions we've been discussing are colliding with another force for change, adding an immense layer of anxiety for anyone who does business in the global economy. Along with the triumph of free enterprise and the advent of excess supply, global instability is changing the character of business in this century, instilling fear and insecurity in every heart.

While the developed world may soon experience an excess supply of everything it needs, for all too many people on the planet, that surplus has no impact. While the developed nations luxuriate in a glut of fiber-optic cable, much of the Third World is in dire need of corn and flour and clean water. The radical disconnect between these worlds is both immense and perilous. The problem isn't how to produce a few more cars or computers—the problem is getting enough buying power into the hands of people who, at this point, hardly need any product other than a meal. Urging companies or nations to give away their surpluses simply doesn't work. We can argue about how much aid should be sent to the impoverished nations—a great deal more, in my own view. But in the end the only lasting solution to poverty lies with connecting the disconnected and showing them how to increase the value of what they do so that—the selfish dimension of this imperative will be obvious—entrepreneurs can discover ways of *selling* these people the things they need.

Business has become the most powerful force for change in the world. Today, questions of global political and economic significance are not being decided solely by national governments but also by competition among businesses operating in a worldwide market. Therefore, business leadership needs to take into account economic and political realities around the globe. Business leadership needs to acknowledge its responsibility to the people of the world.

Billions of youths are growing up in poverty and deprivation and ignorance in the Middle East, Africa, and parts of Asia. Among them are the potential warriors and terrorists of tomorrow, the future supporters of misguided movements who consider themselves victims, and who blame us in the West as their oppressors. As these nations—and these youths—get poorer and poorer, conditions in those countries become more and more volatile and hostile.

Often the only education these young people get is at the hands of false prophets—fanatics, under the guise of religion, who are only too eager to warp young minds with a sense of hopelessness, a sense of being victimized by the Western world that, they say, deprives them of the quality of life they would have had without our interference. Worse yet, they claim, we in the West want to rob them of their values, their religion, their culture. We don't. But we *do* need to intervene—these youths can no longer be ignored.

These conditions represent an unpredictable force for change. With all the world's economies so intimately linked now, when one part of the web twitches, the entire structure trembles. These problems are far beyond the ability of one business, or even any one coalition of businesses, to solve. But individual companies must choose to act in a way that moves toward a solution to these problems. If you choose to behave as if your behavior were to be replicated by thousands of others, chances are, it will. The comforting

isolation of an earlier time no longer works. What the uneducated young think of us matters, because they can do us great harm. The catastrophic attack on the World Trade Center, the tragic train attack in Spain, the endless killings by suicide bombers in Israel and Iraq, all make clear the urgency of this mission—the disconnected of the world will quickly become the enemy of free enterprise if free enterprise offers them no hope.

Military force may well be essential from time to time. But military coercion will never by itself provide a lasting solution. Ultimately, it will require the coming together of individuals, the leading nations of the developed world, the United Nations, the local governments and regional alliances in the developing areas of the world, and successful businesses—all working in harmony—to connect the hopeless and dispirited with the value-creating force of free enterprise.

It will take collaborative effort of the qualified and the willing to start with basic education, the learning of craft, the building of infrastructures, of incentive to businesses to build factories and produce goods in the populated, underdeveloped areas—all for the common good of all people on earth.

Meanwhile, we'd better get used to living and working in an atmosphere of continuous anxiety, insecurity, and risk, until the leaders of the world develop a sufficiently urgent vision to address this critical problem for the benefit of all.

A New Model for the Developed World

Given all these forces, the only question that matters is this: *Is there any predictable way to succeed for long in this environment?* In the shift from excess demand to excess supply, a new model has emerged, turning the old ways of doing things upside down while structuring all business activity around the two remaining sources of value: the customer and the creative employee. Understanding how to build

your business around these two is the new source of success. What I have to say about this in the following pages may be tough to accept, at first. Adaptation, giving up the sort of behavior that has kept us alive down through history, making choices based on principle rather than expedience, requires long-term thinking as well as a fundamental change of character in the way we treat those who work for us and buy from us.

The ability to delay gratification and initiate changes that take time to yield results has never come easily for business leaders. In business, we go after profits the way a dog goes after a bone: we structure our organizations so that we're rewarded for immediate results. We want everything, and we want it this quarter. Wall Street has taught us that neither genuine strategic planning nor deep understanding of a changing new economic order are seriously valued.

To sustain success now, you must be able to do both: provide annual profits without fail by developing the vision, culture, and critical imperatives that inspire customer and workforce loyalty. The principles that illuminate the way are creativity, enlightened leadership, competency, alignment, and values. The payoff is precisely in the path itself: adhering to the vision of this book will make your journey an end in itself. This can't be based on the tactics and techniques of the day but on bedrock understanding of the world and the critical underpinnings of a successful enterprise. You still have to bring the will to succeed—but this book can show you the way.



When I stood in front of those AT&T executives, I was optimistic. Yes, I did play my song for them: "It's the end of the world as we know it." But as the song's refrain goes on to say: "and I feel fine." I felt fine then, and I still do, and so should you, if you master and follow the five fundamental principles: creativity, enlightened leadership,

competency, alignment, and values. These principles need to be understood, challenged, and eventually accepted. More than that, they will become a source of delight and inner peace once they begin to work. When confronted by the challenges of everyday business life, big and small, it's a wonderful thing to be able to respond instinctively the right way—not simply because it's right, but knowing the time has come when doing the good thing is precisely what will bring success now.

